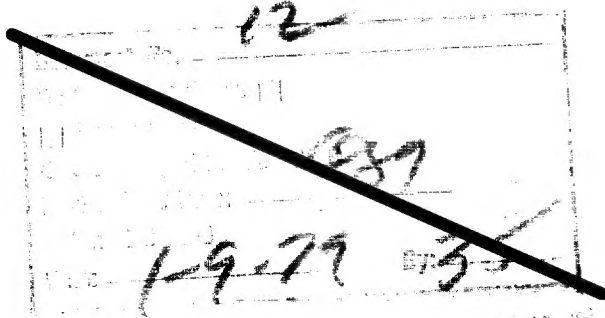


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56-2171



13 June 1956

*File*

**MEMORANDUM FOR: Deputy Director (Plans)**

**SUBJECT: Agency Requirements for  
Instructor Personnel**

1. For the five years that I have been the Director of Training, my office has periodically plagued, cajoled and plead with your office over the assignment of qualified Clandestine Services personnel to act as instructors in clandestine operations courses. This obviously is not the way to make friends and win people, and the results have not been as satisfactory as you and I would want them to be.

2. There has never been any lack of understanding or goodwill on the part of the staffs and divisions of DD/P in attempting to resolve the problem. All understand that good training is the basic foundation to good performance, that training is usually as good as the man who gives it, and that instructors in clandestine methods and techniques, as practiced by CIA, cannot be recruited fresh from the Ivy League or even the FBI. They've got to come

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from operationally experienced and respected Clandestine Services personnel. And right here, in attempting to steer a placid course between Scylla and Charybdis, is where our barque founders. The Office of Training and the Clandestine Services are in competition for the same people. We would like to have them assigned as instructors, and your office vitally needs them as overseas station chiefs and operations officers or as headquarters division and branch chiefs. And again, right here is where men of sincerity, understanding and goodwill from both our respective offices seem able to agree solely on one old bromide — there are too few qualified people in CIA to go around. I'm not absolutely sure this is true though I suspect so. If it is, and we can substantiate it, I suggest we solicit the help of the DD/S and go to the Director with the anomaly. Since the imposition of "the ceiling" in August 1955, the requirements levied on OTR by "competent authority" have increased alarmingly, and I'd be surprised if DD/P requirements had fallen off in the same period!!

3. Unfortunately, the half-decade problem which is the subject of this memorandum is more acute today than at any time in the past five years. On returning from our ninety-day survey of overseas

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training activities (during which [REDACTED] and I were handed requirements for the replacement of approximately 25 instructors over the next 12 months!) I found that the instructor staff of the Operations School had been depleted so drastically by rotation to DD/P that I've no choice but to curtail instruction unless replacements are forthcoming. (See attached statistics.) Also, as you know, I have the responsibility of filling the training slots at [REDACTED] every 18 months.

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4. But black as the picture appears to be, I still think we can lick it, and I'd like to take one more crack at it before throwing in the towel. Will you designate a representative of your office who can speak with some authority to meet with me to find a workable solution to the problem. I have several suggestions, among them:

a. That a Clandestine Services notice be prepared for wide DD/P headquarters dissemination and dispatch to the field, incorporating your views on the need and desirability of Clandestine Services personnel being assigned to the Office of Training on a rotational basis as instructors. In spite of your [REDACTED] and your Christmas letters of 1954 and 1955, and in spite of the expressed opinions

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of [REDACTED] and a  
host of other Clandestine Services personnel who have  
served tours in OTR, there is still the all-too-widespread  
belief that an assignment to OTR is punitive, reserved only  
for the misfits or "strictly for the birds." [REDACTED] and  
I met this feeling constantly on our trip. We tried to dispel  
it, but in the final analysis, only you can do so.

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b. That all present and future [REDACTED]

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[REDACTED] pertaining to Career Service programs for your  
personnel include a statement that, as part of their develop-  
ment, they will be made available at least once in their careers  
to OTR as instructors. Such assignments would normally come  
after the second or third overseas tour and would be of 24 to 30  
months' duration. Senior Clandestine Services personnel should  
understand that they too may be expected to serve tours in OTR  
of lesser duration. Once it was understood that this is SOP for  
all Clandestine Services careerists, I believe the onus would be  
lifted. And are we still too young an organization to use the  
directed assignment principle, time-honored by the Military  
and the Foreign Service?

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c. That we again give joint consideration to the establishment of the Action Cadre Unit [REDACTED] Even though it may be possible to curtail the large-scale paramilitary type training activities presently being conducted overseas, we will always need a few highly qualified CIA case-officer instructors [REDACTED] if we are to operationally exploit the overseas training situation. I estimate that it will take approximately two years to train adequately these instructors. First of all, they must be qualified case officers; second, they must be instructors skilled in the subjects they are to teach and able to live their cover [REDACTED] and last, they should have language proficiency in the language of the host country. I suggest that only by the establishment of the Action Cadre Unit will we be able to meet our responsibilities and that we should request authority to double slot these potential instructors during the period they are being trained for their overseas assignments.

d. That an orderly system of rotation be established between our respective components. A number of our present staff of instructors in the Operations School are approaching the end of their 30-month tour. Over the next 18 months, we

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will need at least 35 field experienced personnel as replacements. A part of this requirement could be offset by providing opportunity to OTR career designees for whom we have planned an overseas tour as part of their career development. There are 27 OTR career people presently assigned to DD/P. It is only by rotation that an OTR instructor can gain the experience so essential to the teaching of operational subjects. By equalizing and increasing the exchange of personnel both of our components stand to gain, in that the training for operational personnel remains current and more effective through instruction by field returnees at the same time the Clandestine Services receive well-trained, well-motivated individuals who possess the attitudes and aptitudes so necessary for important field assignments. Once an orderly system of rotation is established, including the development of field-experienced instructors and the planned absorption of OTR career designees in components under your control, the system can be carried on without either strain or impetus. Such an arrangement would go a long way toward solving the Agency's instructor problem. Or am I being a bit naive?

**MATTHEW BAIRD**  
Director of Training

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